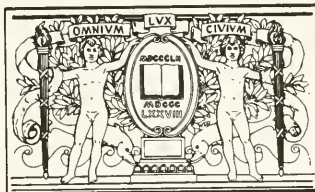


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MEMORANDUM

TO: Stephen Coyle
FROM: Tom O'Malley *TOM*
DATE: June 21, 1989
RE: South End "working group" luncheon on June 22

As you know, we have scheduled a luncheon working meeting for members of the recently-appointed South End Development Policy Planning Process "working group" for Thursday, June 22 at 12 noon in the BRA Board Room. The meeting will last until 1:45, when we must leave the room to allow a 2:00 meeting to be set up.

The following persons have called to say they will be at the meeting:

- Marianne Abrams
- Alex Adkins
- Conrad Agneta
- Jane Brayton
- Janet Bryan
- Pat Cusick
- Michael Duffy
- Geneva Evans
- Rita Gallo
- Arthur Howe
- Betsy Johnson
- Alice Kalil
- Joseph Park
- David Parker
- Paul Yelder
- Sam Yin

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We expect at least several additional members to come without having responded. Other members of the group are listed below:

- Robert Ayala (cannot attend)
- Deborah Backus
- Jim Davis
- Dan DeSantis (cannot attend)
- Dinorah Hernandez
- Angel Medina
- Fran Moore



Jim O'Donnell
Fernando Requena
Byron Rushing
Helaine Simmonds
Marcia Wiley
Jim Williams (cannot attend)

Members of our South End Planning Team (Tom O'Malley, Maria Faria, Jim Kostaras and Mark Johnston) and representatives from the Mayor's Office of Neighborhood Services will also attend.

In part, we designed this meeting as an opportunity for members of the group to get to know each other a bit better. There are some "fresh new faces" in the group, and a little socializing (as well as a series of introductions) is in order.

We intend to announce at the beginning of the meeting that we would like to steer clear of substantive issues as we have pledged that all issue-oriented meetings will be open to the public (and this one is not). We will be deciding such things as where and when to meet, when to begin meeting, and meeting ground rules. A "Planning Resource Workbook" (copy attached) will also be distributed to group members.

Also attached is the draft outline of our workplan and timeline.

To accommodate your schedule, we will plan to have you speak whenever you are free to join us. We expect to have the discussion part of our meeting, which I will chair, last from approximately 12:30 to 1:30. I'll defer to you whenever you give the signal.

We are glad you will be able to join us.

1. The first part of the document discusses the importance of maintaining accurate records of all transactions. It emphasizes that proper record-keeping is essential for the integrity of the financial system and for the ability to detect and prevent fraud.

2. The second part of the document outlines the specific requirements for record-keeping. It states that all transactions must be recorded in a timely and accurate manner, and that the records must be maintained for a minimum of five years.

3. The third part of the document discusses the role of the auditor in verifying the accuracy of the records. It states that the auditor must perform a thorough review of the records to ensure that they are complete and accurate, and that any discrepancies must be identified and resolved.

4. The fourth part of the document discusses the consequences of failing to maintain accurate records. It states that failure to comply with the requirements may result in penalties, including fines and imprisonment, and may also lead to the disqualification of the individual or entity involved.

5. The fifth part of the document discusses the importance of training and education for individuals involved in record-keeping. It states that individuals must be properly trained and educated to ensure that they are able to maintain accurate records and to detect and prevent fraud.

6. The sixth part of the document discusses the importance of internal controls in maintaining accurate records. It states that internal controls must be designed and implemented to ensure that all transactions are properly recorded and that any discrepancies are identified and resolved.

7. The seventh part of the document discusses the importance of external audits in verifying the accuracy of the records. It states that external audits must be performed by independent auditors to ensure that the records are complete and accurate, and that any discrepancies are identified and resolved.

8. The eighth part of the document discusses the importance of transparency in the financial system. It states that transparency is essential for the integrity of the financial system and for the ability to detect and prevent fraud, and that all transactions must be recorded and reported in a timely and accurate manner.

9. The ninth part of the document discusses the importance of the legal framework in maintaining accurate records. It states that the legal framework must be designed and implemented to ensure that all transactions are properly recorded and that any discrepancies are identified and resolved.

10. The tenth part of the document discusses the importance of the role of the government in maintaining accurate records. It states that the government must play a key role in ensuring that the financial system is transparent and that all transactions are properly recorded and reported.

MEMORANDUM

TO: Tom O'Malley, Maria Faria and Mark Johnston
FROM: Jim Kostaras
DATE: June 21, 1989
SUBJECT: South End Development Policy Plan Draft Work Program
Outline

This is a Draft Work Program for your review. I've tried to organize the program to maximize community input from the Working Group in each phase of the process. I am attaching the following items to this memo:

1. An outline of the draft Work Program.
2. A time line.
3. A list of consulting services that we will need.

JK.1.2

MEMORANDUM

TO: Tom O'Malley, Chief, Bureau of Investigation

FROM: J. Edgar Hoover, Director

DATE: June 27, 1939

SUBJECT: South End House, Boston, Massachusetts
Outline

This is a report of a confidential source who has been in contact with the South End House in Boston, Massachusetts. The source has been in contact with the South End House for a period of several months and has obtained a great deal of information regarding the activities of the South End House and the persons who are associated with it.

1. An outline of the South End House.
2. A list of the persons who are associated with the South End House.
3. A list of the activities of the South End House.

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SOUTH END DEVELOPMENT
POLICY PLAN OUTLINE

DRAFT WORK PROGRAM

The work program for the Development Policy Plan includes ten phases extended over a 16-month schedule. (See the attached time line.) The phases of this process are as follows:

1. PLANNING METHODOLOGY AND WORK PLAN

Determine a methodology and work plan to analyze data, and assess land use, transportation and urban design alternatives, for a draft Development Policy Plan for the South End.

2. DATA COLLECTION

Document existing conditions in the South End and create a data baseline for the assessment and comparison of alternatives.

3. ANALYSIS

Analyze the data baseline (collected in the previous phase) and reach a consensus on working assumptions regarding current and projected conditions in the South End.

4. INITIAL GOALS AND OBJECTIVES

Prepare a joint-written statement with the Working Group which identifies initial goals and objectives for the Plan in order to focus on anticipated issues.

5. DETERMINE THE SCOPE AND CONTENT OF THE PLAN

Determine the scope and direction of design and planning efforts (based on prior analysis of collected data.)

6. PREPARE OPTIONS

Prepare a set of district plans for the South End which represent a range of alternative land use, urban design and transportation policy choices.

7. ASSESSMENT OF DISTRICT-WIDE OPTIONS

Determine the transportation and economic implications of each alternative option.

8. SELECTION OF A FINAL DISTRICT PLAN OPTION

Select and refine a final option for the Draft Policy Plan.

9. IMPLEMENTATION STRATEGY

Prepare an implementation strategy for the Draft Policy Plan including proposals for a new zoning plan.

10. FINAL DEVELOPMENT POLICY PLAN

Produce Development Policy Plan document and revise the Draft Plan, as necessary, after the public review period.

SOUTH END DEVELOPMENT POLICY PLAN

SOUTH END DEVELOPMENT POLICY PLAN	1989						1990											
	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	July	Aug.	Sep.	Oct.	Nov.	
1.Determine planning methodology and work plan	■																	
2.Data collection		■	■	■	■													
3. Analysis					■	■												
4. Identify initial goals and objectives		■																
5. Determine scope and content of plan						■												
6.Prepare options :																		
a.Preliminary sub-area focus plan						■	■	■	■									
b.District wide alternative options for land use ,urban design and transportation								■	■	■								
c.Test and determine consistency among various combinations of transportation land use and urban design options										■	■	■						
d.Select district-wide options which are internally consistent												■	■					
7.Assess selected district-wide options													■	■	■			
8.Select and refine District Plan option															■	■		
9.Draft implementation strategy for plan															■	■	■	
10.Graphics development policy Plan document																■	■	

SOUTH END DEVELOPMENT POLICY PLAN

CONSULTANTS

(Refer to Work Program)

1. Urban Design and Planning Consultant (lead firm)

- o Coordinate sub-consultants during the entire planning processes.
- o Prepare preliminary graphics including base maps.
- o Conduct all tasks during the Data Collection Phase (Phase 2) with the exception of the Collection of Transportation data (task 2.12) and Economic and Housing Data (task 2.13).
- o Conduct all tasks required to complete the Analysis Phase (Phase 3) with the exception of the Transportation analysis (3.7) the Economic and Market Analysis (3.8) Housing Analysis (3.9) and the Open Space Needs Assessment (3.6).
- o Consult with the Working Group on a regular basis during the preparation of alternative options (Phases 6, 7 and 8;) produce graphics, as necessary, for the meetings with the working Group.
- o Prepare and assess alternative land use urban design and transportation options in accordance with the methodology outlined in the Work Program.
- o Prepare graphics necessary to illustrate various options.
- o Draft an implementation strategy for the Plan.
- o Oversee the production of the final documents.

2. Transportation Consultant

- o Collect data necessary to complete a transportation analysis of the South End during the Data Collection Phase (Phase 2).
- o Conduct a Transportation Analysis of the South End during the Analysis Phase (Phase 3) including the following:
 - (i) . Analysis of travel patterns and travel modes.
 - (ii) Analysis of transportation capacity.
 - (iii) Parking supply and demand.
- o Provide input during the preparation and assessment of urban

design, land use and transportation alternative options during Phases 6 and 7.

3. Economic/Marketing Consultant

- o Collect data necessary to complete an Economic and Market analysis of the South End during the Data Collection Phase.
- o Conduct an Economic and Market Analysis as part of the Analysis Phase (Phase 3) in order to estimate market demand for space in the south End, and to provide a basis for determining future land use and transportation.
- o Provide input for the Assessment of district-wide-options (Phase 7).

(Depending on the extent to which the BRA has already collected and analyzed this data, staff from the Policy Development and Research Department may be available to do some of the tasks necessary for the Economic and Market Analysis.)

4. Landscape Architect

- o Undertake an Open Space Needs Assessment for the Analysis Phase (Phase 3).
- o Provide design input during the preparation of land use options.

(A BRA staff landscape architect could complete these tasks.)

5. Housing Consultant

- o Conduct a Housing Analysis during the Analysis Phase (See the Work Program).

6. Graphic Designer

- o Coordinate all graphics and printing tasks necessary to produce a final document.
- o Design graphics for the Final Document.

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